

**REPORT ON THE USE OF VOLUNTEERS
BY THE CITY OF MINNEAPOLIS
March 1988**

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ABOUT THIS REPORT

This study of the use of volunteers by the City of Minneapolis was prompted by conversations between city staff and the United Way's Volunteer Center resulting in the Center's offer to post volunteer job descriptions. It appeared appropriate to assess the full range of need for volunteers in city departments in order to take full advantage of that offer. A secondary prompt for the study was the annual confusion about who should be honored during the City's Volunteer Recognition Week each spring. There was no coherent list of current volunteers.

As approved by the City Council and Mayor, the objectives of the study were as follows:

- Determine present use of volunteers and future volunteer needs and interests;

- Assist department heads in the development of volunteer job descriptions and record this information on the United Way's computerized resource file;

- Define the structural and organizational incentives and barriers to greater involvement of volunteers through interviews with city administrators; and

- Develop recommendations and options to further promote volunteer involvement in City programs.

A three-member group comprising the Deputy to the Mayor Jan Hively, City Council Caucus Aide Jan Del Calzo, and Director of the Volunteer Center Lorna Michelson supervised the study. The Center for Urban and Regional Affairs (CURA) provided matching funds for a graduate student intern, Michael Zeman, who was hired to conduct the study and prepare a report under this joint supervision.

The intern developed a questionnaire to collect data about current volunteer usage, volunteer program management, and interest in expanding volunteer involvement. The written survey was followed by personal interviews with 21 department heads or their representatives to collect information about the incentives and barriers to greater involvement of volunteers, benefits of involving citizens, and assistance needed to expand the involvement of volunteers in the City. The survey was conducted during the month of December, 1987. The personal interviews were completed during January and February, 1988. (See Appendix I for the survey questionnaire and personal interview questions.)

EXECUTIVE SUMMARY

This study was undertaken to assess the current use and future need for volunteers by the City of Minneapolis in order to assure effective collaboration with United Way's Volunteer Center in recruiting volunteers.

A survey questionnaire (see Appendix I) was sent to the heads of 1) all City departments, 2) independent agencies, 3) registered neighborhood organizations, and 4) those boards and commissions whose members do not receive monetary compensation. Although responses in all four categories have been reported and summarized, all of the follow-up attention has been focused on City departments. In personal interviews with 21 department heads, the graduate intern conducting the study collected information about the incentives and barriers to greater involvement of volunteers, benefits of involving citizens, and assistance needed to expand the involvement of volunteers.

It was found that 11 City departments involved 3253 volunteers on an ongoing basis and 679 volunteers for short-term projects during 1987. Six of these departments expressed interest in expanding the number in current volunteer categories. Seven of these departments proposed interest in defining new volunteer positions. Of the departments which had not used volunteers during 1987, ten expressed interest in defining volunteer positions.

City departments vary widely in their provision of the basic elements of management for a volunteer program....recruitment, screening, training, supervision and recognition. There is no central source of information about the recruitment and/or management of volunteers in Minneapolis government.

The single recommendation coming from this study is to charge the Director of Human Resources to convene a staff committee to study the report and to develop a proposal about how best to accomplish coordination of an expanded volunteer program. The committee should invite resource people such as volunteer coordinators from other governmental entities and private industry to present information before the group. The result should be a coherent plan for 1989 to build on the interest shown by this study.

OVERVIEW OF SURVEY RESULTS

1987 Record

Survey results indicate the extensive potential for involving volunteers in City government. Eleven City departments involved volunteers during 1987. These agencies involved 3253 volunteers on an ongoing basis and 679 volunteers for short-term projects (see Table 1). "Ongoing" implies that volunteers work when needed or for a set number of hours per month over a period of several months. A "short-term project" implies a particular project completed typically in less than three months. These volunteers contributed at least 108,618 hours of their time to delivery of services. (The number of hours contributed was not available for some of the positions.)

Results from the city's independent agencies (including the Park Board, Library Board, Community Development Agency, Public Housing Authority, and the MTN television network) show the use of 1027 ongoing volunteers and 5810 short-term volunteers. These volunteers contributed at least 14,563 hours (see Table 1). The number of hours is small because hours were not reported for MTN, Park Board, and Public Housing.

Boards and commissions used a total of 303 volunteers (see Table 2). Board and commission members who received monetary compensation were not included. If the members who were counted contributed just 20 hours of their time per year, they would have contributed at least 6000 hours of time during 1987.

Neighborhood groups recognized through contracts with the MCDA reported using a total of 257 volunteers who contributed at least 1520 hours of time (see Table 3). The numbers are small due to the lack of response from these groups. Of the 28 solicited for the survey, only 5 returned a completed questionnaire.

Future Opportunities

Among the City agencies involving volunteers, six expressed a desire to recruit a total of 1134 additional volunteers for their programs as indicated in Table 4. The additional volunteers are needed to expand the number in current volunteer categories.

Seventeen departments indicated a need for new volunteer positions. Ten of these seventeen had not involved volunteers during the 12 month period ending December 1, 1987. The new job descriptions number 49, while the number of volunteers needed for these positions is at the minimum 104 (see Tables 5-6). An estimate of the number of volunteers needed for several categories is not available (as noted by an asterisk in the tables).

CURRENT MANAGEMENT OF VOLUNTEERS

City departments cover the spectrum in terms of experience with volunteers. Some departments provide completely the basic activities of a volunteer program such as recognition, recruitment, screening, and training. These departments expressed a need for additional funding to provide more recognition and to increase recruiting efforts. The departments without experience with volunteers were interested in learning more about how volunteers could help them and about conducting volunteer management functions. There is no central source of information about the recruitment and/or management of volunteers in city government.

Among those surveyed, 55 percent used volunteers in the past 12 months (December 1, 1986 to December 1, 1987). Of these, over 80 percent are interested in expanding the number of volunteers they use to provide services. Over two-thirds of these agencies provided recruiting, orientation, volunteer training, and volunteer recognition. A variety of recognition devices were used, from receptions and certificates to volunteer honor rolls and special training. Recruitment methods include publishing requests in a newsletter or flyer to recruitment organizations and corporate volunteer coordinators. Details of the current utilization of volunteers in City agencies, boards and commissions, and neighborhood groups are found in Tables 1 to 3. Detail on needs for additional volunteers in established programs is found in Table 4.

Of the group of agencies that did not use volunteers within the past 12 months ending December 1, 1987, 35 percent were interested in starting to use ongoing volunteers and 52 percent were interested in using short-term volunteers. The new positions for these agencies and new positions for agencies currently using volunteers are detailed in Table 6.

One objective of the study was to collect job descriptions for new volunteer opportunities. The department heads expressed their interest in creating these positions, but were unwilling to spend the time needed to detail the job descriptions without some assurance that they would receive assistance with activities such as recruiting and screening of volunteer applicants. Some of the department heads suggested the need for a city-wide volunteer coordinator to provide some of the resources to enable departments to more easily involve volunteers. Other departments are willing to incorporate volunteers to expand community services, but requested further education on the mechanics of using volunteers.

A small number of departments were not interested in using volunteers. The reasons given included "takes too much time to supervise volunteers," "the work is too technical," "we would probably

be unable to recruit the skilled volunteers we would need in our department," and "unable to afford the training time required when using volunteers." Some of these comments indicate a lack of knowledge of the volunteer population in the area.

In the city, volunteers demonstrate a very broad range of interests and skills. At times, the difficulty is not one of finding enough volunteers to fill positions, but of finding enough positions to satisfy the interests of people wanting to volunteer.

USING VOLUNTEERS IN LOCAL GOVERNMENT

As stated in the handbook for "Managing Volunteer Personnel in Local Government," published by the International City Management Association (ICMA), local governments have always relied on volunteers to provide important community services. "Today's volunteers can help local governments not only save scarce dollars, but also enhance citizen understanding of and participation in local issues, concerns and programs."

The ICMA handbook suggests that volunteer service programs work best when viewed from a personnel management perspective. They should be designed and organized carefully because volunteers who work without pay have different needs and are motivated by different factors than paid staff.

Many local governments have volunteer coordinators. In Hennepin County, for example, a volunteer coordinator in the Community Services Division publishes a bimonthly newsletter called "The Volunteer" and works on recruitment, training, placement and recognition for volunteers.

The United Way's Volunteer Center serves as an advocate for volunteerism in the Greater Minneapolis area by providing a centralized system for linking volunteers with community needs, providing training and consultation for leaders of volunteer programs, and promoting recognition of volunteers. The Volunteer Center places recruits in over 500 agencies, most of whom have volunteer coordinators.

It's logical that the city should expand its use of volunteers to fill the positions proposed by department heads. None of these positions replace paid employees. All supplement or complement paid staff. Many expand the community outreach required to achieve the City Council's goal of neighborhood livability.

The question is how best to provide education on the mechanics of recruiting, training, managing and recognizing volunteers.

A central volunteer office is one option. Day-to-day management of the volunteers would remain the responsibility of the user department. The staff of the volunteer office would provide educational assistance to those departments with no experience with volunteers, and educational resources to those departments seeking further knowledge on volunteer program management. The office could also act as an advocate in suggesting new programs for volunteers. Assistance with recruitment, screening, and record keeping could also be provided on an as needed basis.

Another option would be to establish task forces among the current user departments to focus on specific tasks related to volunteer program management such as recruiting, sharing of volunteers, and record keeping standardization. Volunteers need opportunities for socialization with volunteers in other departments within the City.

Among the departments currently involving volunteers, a need was expressed for more funding to provide recognition for their volunteers. Recognition and retention of volunteers are measures of the quality and effectiveness of any volunteer program. Volunteers are not free, but when utilized effectively, they provide a resource that is not matched in any other form. Many cities, including Minneapolis, could not offer the type and quality of services they currently provide if they did not involve volunteers in some capacity.

A well-run volunteer program can provide dividends for both the city and for volunteers. What are the obstacles to expanding volunteerism in the City of Minneapolis?

A. Concern over possible union resistance to using volunteers.

Several respondents in the personal interviews with department heads conducted during December and January expressed concern about union resistance. Volunteer positions would certainly cause resistance from the union if the positions are designed to replace current paid staff or to prevent hiring new staff.

Interviews with union leaders were held to discuss this issue. In general, the unions support the concept of volunteerism. Many union members are themselves volunteers. The major concern expressed is about the use of volunteers to perform types of work historically done by paid staff.

Communication between the City and the unions is necessary to define appropriate volunteer positions. Volunteers are not meant to replace, in any way, paid staff positions. The volunteers themselves do not want to take away someone's job. Union representation in any decision-making regarding volunteers is vital to expanding the involvement of volunteers in the City.

B. Need for budget to coordinate and recognize volunteers

The need for money to save money was one of the requests received from a large number of the respondents. The extra budget could be in the form of staff assistance or funds. The direct allocation of funds would be used to provide recognition for volunteers or to reimburse volunteers for their out-of-pocket expenses such as parking and transportation.

C. Need for a central resource person, or coordinator

Due to lack of staff and time, a coordinator is needed to recruit and screen potential volunteers. This person would also provide assistance to departments to identify volunteer opportunities and match volunteer skills to the available positions. The coordinator would also educate the departments about the many aspects of managing a volunteer program.

Recommendation

The single recommendation coming from this study is to charge the Director of Human Resources, Frank Reiter, to convene a staff committee to study the report on the use of volunteers in the City and to develop a proposal about how best to accomplish coordination of an expanded volunteer program. The committee should consist of:

- 3 department representatives
- 1 labor representative
- 1 volunteer serving in the City
- 1 representative from the Mayor's office
- 1 representative from the City Council office

The committee would invite resource people such as volunteer coordinators from other governmental entities and private industry to present information before the group.

The result should be a coherent plan for 1989 to build on the interest shown in this study.

DETAILED FINDINGS

Departments/City Agencies

The following table details the number of volunteers involved in various departments from December 1, 1986 to December 1, 1987. The volunteers are differentiated between ongoing, those who serve throughout the year, and those who were involved in short-term, one time projects. The "*" in the total hours column indi-

cates the lack of an estimate of hours donated by the volunteer(s) in that organization. The volunteers included in the Inspections department are the volunteer members of the 12 Boards of Examiners, the Elevator Board of Appeals, and the Housing Board of Appeals.

TABLE 1
CURRENT VOLUNTEER UTILIZATION

Agency	# Ongoing	#Short Term	# Total	#Total Hours
Community Crime Prevention	1960	1	1961	30220
MCAA	932	8	940	31530
Mayor's Office	6	0	6	1706
Civil Service Commission	0	250	250	1500
Traffic	2	2	4	30
Health Dept	39	1	40	1865
METP	25	262	287	1230
Police Reserve	150	150	300	38000
Fire Dept Reserve	71	0	71	370
Inspections	56	0	56	480
Senior Services, Ombudsman	12	5	17	1687
	3,253	679	3,932	108,618
<u>Independent Agencies</u>				
MCDA	23	0	23	738
Public Housing	0	1	1	*
Mpls. Public Library	355	159	514	13825
Park Board	0	5207	5207	*
Mpls TV Network	649	443	1092	*
	1,027	5,810	6,837	14,563
TOTAL	4,280	6,489	10,769	123,181

Note that neither the Energy Office nor the Recycling Program responded to the survey. Both of these agencies use a substantial number of volunteers.

Boards/Commissions

The following table details the number of volunteers who serve on the various boards and commissions. These people are included due to the fact that they receive no compensation (including a per diem) for their time, regardless of the method used for their selection as board/commission members. Only the boards/commissions that fit the above definition are listed.

The Boards of Examiners, the Elevator Board of Appeals, and the Housing Board of Appeals are listed under the Department of Inspections in the previous table.

TABLE 2
CURRENT VOLUNTEER UTILIZATION

<u>Agency</u>	<u>Number of Volunteer Members</u>
Arts Commission	17
Cmte. on Urban Environment	27
Adv. Cmte. on People with Disabilities	17
Downtown Skyway Advisory Committee	9
Cmte. on Drug and Alcohol Problems	28
Family Housing Fund	17
Heritage Preservation Commission	10
Housing Service Board	5
Mpls. Community Action Agency	15
Police Precinct Advisory Councils	95
Private Industry Council	15
Public Health Advisory Committee	21
Redevelopment Advisory Cmte	7
Senior Citizens Advisory Board	20
TOTAL	303

(Data was compiled from records in the City Clerk's office.)

Neighborhood Groups

The number of volunteers involved in neighborhood groups was not well determined. The following five groups were the only groups to respond to the survey among the 28 groups solicited. Most of the neighborhood groups use several volunteers, and most of these volunteers reside in the neighborhood. The questionnaire failed to distinguish volunteers who were residents from non-resident volunteers in these groups.

TABLE 3
CURRENT VOLUNTEER UTILIZATION

<u>Agency</u>	<u># Ongoing</u>	<u># Short Term</u>	<u># Total</u>	<u># Total Hours</u>
Camden Area Community	43	12	55	192
Whittier Alliance	114	16	130	0
Seward Neighborhood	23	23	46	380
Lyndale Neighborhood	12	12	24	948
Central Neighborhood Impr	2	0	2	0
TOTAL	194	63	257	1.520

The following table describes the number of additional volunteers needed in current volunteer roles. Titles of potential new volunteer opportunities are listed in Table 6.

TABLE 4
ADDITIONAL VOLUNTEERS NEEDED IN CURRENT POSITIONS

<u>City Department</u>	<u>Title</u>	<u>Number</u>
Crime Prevention	Block Club Leaders	200
	McGruff Safety Neighbors	80
	Committee/Task Force	10
Fire Dept. Reserve	Educators	3
Health Department	Clinic Assistant	10
	Office Assistant	3
Inspections	Committee/Task Force	14
METP	Mentors	750
	Specialized Experts	14
Police Reserve	Reserve Officers	50
		1,134
Mpls. Library	Homebound Book Deliverers	70
TOTAL		1,204

Of the total respondents to the survey who did not use volunteers within the 12 month period, Dec. 1, 1986 to Dec. 1, 1987, 35% indicated an interest in involving volunteers on an ongoing basis. In this same group of respondents, 52% were interested in involving volunteers on a short-term project basis.

TABLE 5
INTEREST IN ONGOING VOLUNTEERS

	<u>No.</u>	<u>%</u>
Yes	8	35%
No	9	39
No answer	6	26
TOTAL	23	100

INTEREST IN SHORT-TERM VOLUNTEERS

Yes	12	52%
No	8	35
No answer	3	13
TOTAL	23	100

The potential new volunteer opportunities listed below are only for departments of the City of Minneapolis. They include proposals for both ongoing and short-term volunteers. The information was collected during interviews with department heads.

TABLE 6
POTENTIAL NEW VOLUNTEER OPPORTUNITIES

<u>City Department</u>	<u>Title</u>	<u>Number</u>
Affirmative Action	Data Entry	1
City Assessor	Counter/Information Aide	1*
	Office Aide	1*

Table 6, contd.

City Attorney	Office Aide	1*
	Programmer/Analyst	1*
City Coordinator	Office Aide	1
City Clerk	Sign Language Interpreter	1*
	Voter Registration Aides	1*
Civil Defense	CPR Instructors	1*
	Educators	1
	Media Specialist	1
	Office Aide	1
	Program Developer	1
	Research	1
Crime Prevention	Consultants	3
	Crime Info Distribution	1*
	Home Security Improvement	1*
	National Night Out	1*
Emergency Comm.	Government Monitors	4
	Senior Citizen Reassurance	1*
	Specialized Experts	2
	Tour Guides	1*
Finance	Office Aide	1
Fire Dept.	Office Aide	1
Fire Dept. Reserve	EMT/First Responders	40
Human Resources	Compensation/Benefits	2
	Data Processing Aide	2
	Office Aide	2
	Researcher	1
Legislative Liaison	Legislative Observers	1*
Licensing/Cons Serv	Pet Licensing Surveyors	1*
	Committee/Task Force	1*
	Legislative Monitors	1*
MCAA	Office Aide	3
	Researchers	3
METP	Phone Coordinator	1
	Researcher	1
	Speakers for Business Club	1*

Mgmt. Dev./Training Trainers 1*
Table 6, contd.

Planning Dept	Grant Proposal Writer	1
	Legal Researcher	1
	Office Aide	1
	Systems Analyst	1
Public Affairs	Media Specialists	1*
Public Works	Office Aide	2
Risk Management	Administrative Aide	3
	Librarian	1
	Programmer/Analyst	1
	Researcher	1

TOTAL 10

* Number of volunteers needed is undetermined.

Data tables have been prepared to display responses to each question in the survey questionnaire and to report responses to personal interviews. These are available as Volume II of the report in the Office of the Human Resources Director, 301M City Hall.

The Appendices which follow include:

- I. Questionnaire and personal interview questions -
- II. List of organizations surveyed
- III. Sample of government volunteer opportunities/programs from Kettering, Ohio
- IV. Sample of volunteer job description from City of Minneapolis
- V. Bibliography of resources regarding government volunteer programs

APPENDICES

USE OF VOLUNTEERS BY THE CITY OF MINNEAPOLIS

CITY OF MINNEAPOLIS VOLUNTEER NEEDS SURVEY

* _____

Please refer to the organization listed above when answering all questions. Volunteer in this context means someone who works without pay. Reimbursement for mileage and parking is not considered payment.

1. Have you used any volunteers within the past 12 months (Dec. 1, 1986 - Dec. 1, 1987)? Yes _____ (1)
No _____ (2)

* If you answered "no" to question 1, please skip to question 10a.

- 2a. Which of the following volunteer program elements have you provided? (Circle the answer under column "A".)

	<u>"A"</u>		<u>"B"</u>	
a) staff training for supervisors of volunteers	Yes	No	Yes	No
b) recruiting of prospective volunteer(s)	Yes	No	Yes	No
c) orientation for volunteers	Yes	No	Yes	No
d) training for volunteers	Yes	No	Yes	No
e) record keeping of volunteer hours	Yes	No	Yes	No
f) performance evaluation for volunteer worker	Yes	No	Yes	No
g) recognition for volunteers	Yes	No	Yes	No
h) recognition for staff working with volunteers	Yes	No	Yes	No

- 2b. Do you have staff to coordinate the above functions? (Circle the answer under column "B".)

3. What types of recognition do you use for volunteers? _____

4. Are you interested in expanding the number of volunteers you use? Yes _____ No _____
5. Do you have job descriptions for current volunteers? Yes _____ No _____
- 6a. Are you interested in developing job descriptions for:
- present volunteers? Yes _____ No _____
- future volunteers? Yes _____ No _____
- 6b. If yes to either item in 6a, do you want assistance developing the job descriptions? Yes _____ No _____

- | | | |
|---|-----------|----------|
| Management Assistance Program (MAP) | Yes _____ | No _____ |
| Retired Senior Volunteer Program (RSVP) | Yes _____ | No _____ |
| Urban Corps | Yes _____ | No _____ |
| United Way's Volunteer Center | Yes _____ | No _____ |

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- 9a. Begin by writing in column A descriptive job titles for all of the types of volunteers you have used in the past 12 months (Dec. 1, 1986-Dec. 1, 1987). Use the list only as a guide for possible categories. Samples have been provided.
- b. In column B, indicate the number of volunteers in that category who have worked in an ongoing basis within the past 12 months.
- c. In column C, indicate the number of volunteers in that category who have worked on a short-term, project basis.
- d. Under D, indicate the total number of hours worked by volunteers during the past 12 months.
- e. Circle an "R" if your answers were from records, an "E" if they were estimates.
- f. Indicate an estimate of the total number of volunteers of each type you will need during the next 12 months. Add new titles as needed.

[illegible]

EXHIBIT 1

CATEGORIES OF VOLUNTEER OPPORTUNITIES

Volunteer opportunities have been divided into 27 categories. Each category is followed by examples of the jobs available within that category.

ADMINISTRATORS/BOARD AND COMMITTEE MEMBERS:

Members for policy-making boards and committees, planning and developmental task forces, financial advisors, grant proposal writers, fund raisers, resource developers.

CHILD DEVELOPMENT SUPERVISORS:

Treatment workers to assist children with behavioral or family problems, therapeutic preschool aides, intergenerational programs, child care aides, babysitting instructor.

COMPANION/VISITORS:

Friend or visitor for a child, disabled person, senior citizen, nursing home resident, or immigrant; walking escorts, respite care, support/friendship for pregnant teens, battered women, gay persons; reassurance phone calling, role models, host families to introduce immigrants to American culture.

COUNSELORS:

Chemical dependency assistants, intake counselors, casework aides, group facilitators, crisis counselors, information and referral workers, senior peer counselors, parenting advisors, phone counselors, family counselor assistants, travelers aides, youth activities counselors.

CRAFT LEADERS:

Instructors and facilitators for knitting, crocheting, woodworking, quilting, calligraphy, photography, painting, macrame, sculptor, and ceramics.

CRIMINAL JUSTICE ASSISTANTS:

Probation officers, court interviewers, presentence investigators, legal advisors, legal researchers, inmate visitors, Guardian ad litem, case managers, court escorts, mediators, bail evaluators, court arraignment aides, victim advocates.

CULTURAL ARTS/SCIENCE AIDES & INSTRUCTORS:

Tour guides, ushers, gallery assistants, special events host, art resource center aides; instructors in art, musical instruments, creative writing, dance and theater; theater production assistants, demonstrators, salespersons in museum shop or gallery.

DRIVERS:

Meal deliverers; transport of disabled persons, senior citizens, children, and correctionally sentenced persons; driving people to medical appointments, shopping, social events, field trips.

EDUCATORS:

Tutors, teacher assistants, English as a second language tutors, special educational program presentors, workshop coordinators, aides to children with learning disabilities, computer tutors, teaching independent living skills to a mentally or physically disabled person, readers for the blind, family life players and educators, resource speakers for school children.

EMERGENCY AIDES:

Police/fire disaster team services, sheriff rescue teams, disaster action team members.

FOOD & CLOTHING SHELF DISTRIBUTORS:

Emergency food shelf interviewers, shelf stockers, hot meal preparers, meal servers, sorting and mending donated clothing, clothes buyers, shelter workers, clothes/food shelf workers.

GOVERNMENT MONITORS:

Legislative observers and lobbyists, voter registration, citizen advocacy, community relations.

GROUP PROJECTS:

Any seasonal, one-time or occasional opportunity for which a group of people may be needed.

VOLUNTEER CATEGORIES

HANDIPERSONS/HOUSEHOLD HELPERS:

Carpentry, painting, mending/sewing, baking, manicuring, beauticians, home/appliance repairs, homemakers, building maintenance, shoppers, electricians, plumbers, shoveling, mowing, wheelchair maintenance.

HEALTH PROFESSIONALS:

Nurses, occupational therapists, pharmacists, dieticians, physical therapists; bloodmobile workers, first aid/CPR instructors, blood pressure screening, chemical dependency workers, pregnancy testing, vision and hearing screening.

HOLIDAY OPPORTUNITIES:

Craft leaders, holiday decorators, carolers, party planners, greeting card addressers, gift wrappers, food and gift distributors for the November/December holiday season.

IN-HOME OPPORTUNITIES:

Phone work from home, transcribing braille tapes, newsletter writers, mailing, collating, sewing, knitting or crocheting clothing.

INTERNSHIPS:

At least 20 hours per week and set up with the volunteer coordinator. Any category.

LIBRARY AIDES:

Reader's assistants, genealogical assistants, used book processors, selector of homebound materials, book shop assistants.

MEDIA SPECIALISTS:

News media writing, developing audio-visual programs, advertising, annual festivals, speakers bureau, staffing booths for fairs, newsletter writing and editing, graphic layout and designers, produce cable TV programs and slide shows, tour guides, public relations aides.

NATURALIST/ANIMAL PROTECTORS:

Assist in nature and wildlife preservation, trail guides, gardening, tree planting, nature center activities aides, working with animals, pet outreach programs, animal shelter and placement, zoo aides, surveyors, nature leaders, seed collectors.

OFFICE ASSISTANTS:

Clerical duties, receptionists, information desk, general office work, bookkeeping, mailing, collating, filing, typing, telephoning, data clerks.

PATIENT ASSISTANTS:

(Hospitals and Nursing Homes)
Patient escorts, nursing station aides, surgery waiting room, admitting station, merchandise/refreshment cart, resident aides, therapy assistants, flower deliverers, pharmacy aides, pediatric aides, hospice workers, coffee/gift shop, patient advocates.

PROGRAM DEVELOPERS/RESEARCHERS:

Assist volunteer coordinator or program director, data writers, marketing, program evaluation, researchers, program preparation, computer programming, quality control and behavior studies, auction assistants, event planners, information systems aides.

RECREATION ASSISTANTS:

Supervising games, field trips, and social activities; coaching sport teams in football, baseball, soccer, hockey, softball, swimming, basketball, gymnastics, bowling, boxing, skiing; square-dancing, archery, camp counselors, canoe trip escorts, lead sing-a-longs, puppeteers, playing cards, checkers, bingo, lead fitness/exercise groups, dance/movement groups, supervise scouting activities, walk-a-thons, bike-a-thons, and ski-a-thons.

SPECIALIZED EXPERTS:

A person with an expertise in a particular area or skill; i.e. income tax aides, system analysts and programmers, sign language interpreters, braillists, legal and financial consultants, water safety instructors, translators.

VOCATIONAL ASSISTANTS:

Job developers, work coordinators, employment consultants, employer contacts, vocational skills trainers.

10a. If you do not currently use volunteers, would you be interested in using them on:

- an ongoing basis (for a regular number of hours per week or month) Yes _____ No _____
- a project basis (for a short period of time for a special task) Yes _____ No _____

10b. If you are interested in using volunteers, indicate below descriptive job titles of volunteers and the number of each you are interested in using.

Title _____	Number _____	Title _____	Number _____
_____	_____	_____	_____
_____	_____	_____	_____

10c. If you are not interested in using volunteers, briefly explain why not, then skip to question 13.

11. What specific types of training for volunteers would you want to have?

12. What specific training for staff who work with volunteers is needed?

13. Are you willing to participate in a personal interview to determine specific incentives and barriers to using volunteers in your department or organization?

Yes _____ No _____

14. Use this space to write any other comments you may have about volunteers.

If you currently use volunteers, please attach examples of any brochures, recruiting ads, job descriptions, or record forms which you have used recently.

Thank you for completing this questionnaire. Please return in the envelope provided by December 18, 1987.

List of questions for personal interview.

1. What are the current incentives and barriers within the city administration to increased citizen participation?
2. What are the specific benefits to you and your department to use volunteers?
3. What incentives would encourage you to use more volunteers?
4. What incentives could you provide to your staff to use volunteers?
5. Do you anticipate any possible resistance from current staff?
6. Do you have a staff person who would serve for a period of time as the volunteer contact if prospective volunteers were referred to you?
7. Would you have someone available to provide initial orientation?
8. Are the methods you currently use to recruit providing the number of volunteers you need?
9. The United Way's Volunteer Center acts as a resource for recruiting volunteers for over 450 agencies. Are you interested in listing your volunteer job needs through the Center?
10. In what ways could I or the City provide help with:
 - a) providing incentives;
 - b) overcoming barriers;
 - c) providing coordination, orientation, or follow-up;
 - d) developing materials needed for recruitment?

LIST OF ORGANIZATIONS SURVEYED

City Departments and Independent Agencies

Addicks	Duke	State Legislative Liaison	325M City Hall
Alfton	Bob	City Attorney	A-1700 Govt Cente
Bergquist	John	Dir., Licenses/Cons. Services	Room 1C City Hall
Bernier	David	City Assessor	A-2106 Govt. Cent
Blackwell	Larry	Dir., Affirmative Action	319M City Hall
Bouza	Tony	Police Chief	130 City Hall
Byrum	Ollie	Dir., Planning Dept.	210 City Hall
Dickinson	Tom	Fire Chief	230 City Hall
Downey	Roger	Director, Public Affairs	323M City Hall
Fisher	David	Superintendent, Park Board	310-4th Ave. S.
Gabriel	Stan	Director, MIS	A-25 Govt Center
Gerold	Lucy	Community Crime Prevention	310-4th Ave. S.
Grell	Nancy	Bldg Superintendent, Mun. Bldg	105 City Hall
Gunyou	John	Finance Director	331 City Hall
Harris	Donna	Director, Mpls. Emp./Training	310-1/2 City Hall
Hayek	Jim	Water Works	203 City Hall
Heltzer	Jim	Executive Director, MCDA	331 2nd Ave. S.
Hively	Jan	Deputy Mayor	127 City Hall
Hixson	Mary Emma	Director, Civil Rights	239 City Hall
Isaacson	Brian	Director, Civil Service	312-3rd Ave. S.
Jacobs	Sol	Director, Inspections	312-3rd Ave. S. R
Jensen	Jay	Acting Dir., Pub. Housing Auth	331 2nd Ave. S.
Keefe	Merry	City Clerk	304 City Hall
Kimbrough	Joseph	Director, Mpls. Public Library	300 Nicollet Mall
Kroening	Martin	General Services	203 City Hall
Linnee	Paul	Dir., Emergency Communications	316 City Hall
Lokkesmoe	Brian	Operations	203 City Hall
Lurie	David	Commissioner, Health Dept.	312-3rd Ave. S. R
Moffitt	Bob	Asst. City Coordinator Operati	301M City Hall
Monahan	Mike	Traffic	203 City Hall
Odom	Robert	Exec. Director, MCAA	310-1/2 City Hall
Reiter	Frank	Human Resources Director	301M City Hall
Schwarzkopf	Lyall	City Coordinator	301M City Hall
Smith	Perry	Director, Public Works	203 City Hall
Soderlund	John	Director, Civil Defense	Govt. Center Rm.
Trdan	Mike	Solid Waste	203 City Hall

Boards and Commissions

Hanson	David	Arts Commission	323M City Hall
Hanna	Charlie	Capital Long-Range Improvements	210 City Hall
May	Roma Kay	City Planning Commission	210 City Hall
Isaacson	Brian	Civil Service Commission	312 Third Ave. S.
Frederickson	Brian	Cmte. on Urban Environment	323M City Hall
Duffee	Tom	Downtown Skyway Advisory Cmte.	12 S. 6th St. 22
Byrum	Ollie	Heritage Preservation Commissio	210 City Hall
Binder	Billy	Mpls. Adv. Cmte./People w/ Disa	127 City Hall
Binder	Billy	Mpls. Cmte. on Drug and Alcohol	127 City Hall
Bryant	Jill	Mpls. Commission on Civil Right	239 City Hall
Odom	Robert	Mpls. Community Action Agency	310-1/2 City Hall
Winans	Larry	Mpls. Housing Service Board	11-A City Hall
Harris	Donna	Mpls. Private Industry Council	310-1/2 City Hall
Johnson	Barbara	Mpls. Public Housing Authority	331 2nd Ave. S.
Bonnister	Carol	Mpls. TV Network- Cable Comm.	317M City Hall
Bridgeman	Gerry	Police Precinct Advisory Council	130 City Hall
Schandel	Gaynell	Public Health Advisory Cmte.	510 Public Health
Johnson	Barbara	Redevelopment Advisory Cmte.	331 2nd Ave. S.
Gagne	Robert	Senior Citizens Advisory Board	11-C City Hall

LIST OF ORGANIZATIONS SURVEYED (continued)

Registered Neighborhood Organizations

Vesley	Katherine	Audubon Improvement Association	2828 Johnson St. NE	Mpls., MN 55418
Mancino	John	Beltrami Neighborhood Council	734 Pierce St. NE	Mpls., MN 55413
Biernat	Joe	Bottineau Neighborhood Association	220 Lowry Ave. NE	Mpls., MN 55418
Mitchell	Linda	Bryant Neighborhood Organization	411 E. 38th St.	Mpls., MN 55409
Mullery	Joe	Camden Area Community Concerns Council	1206 37th Ave. N	Mpls., MN 55412
Ogren	Tim	Cedar Riverside PAC	2000 S. 5th St.	Mpls., MN 55454
Geshwind	Lynn	Central Neighborhood Improvement Assn	310 E. 38th St.	Mpls., MN 55409
LaDue	Dorothy	Corcoran Neighborhood Organization	1862 E. 34th St.	Mpls., MN 55407
Buri	Isabel	Elliot Park Neighborhood, Inc.	719 S. 10th St.	Mpls., MN 55404
Harris	Joy	Harrison Neighborhood Assn.	1901 Glenwood Ave.	Mpls., MN 55405
Blackwell	Sue	Hawthorne Area Community Council	2507 Fremont Ave. N	Mpls., MN 55411
Guzy	Ann	Holland Neighborhood Improvement Assn	2402 6th St. NE	Mpls., MN 55418
Bornhorst	Diane	Jordan Area Community Council	1819 Lowry Ave. N	Mpls., MN 55411
Klinzing	Marianne	Logan Park Neighborhood Assn.	PO Box 2885 Loop Station	Mpls., MN 55402
Zach	Theresa	Lyndale Neighborhood Association	PO Box 8652 Lake Street	Mpls., MN 55408
Distad	Bob	Marcy Holmes Neighborhood Association	617 5th St. SE	Mpls., MN 55414
Cruthers	Jay	Northeast Park Neighborhood Assn.	1801 Central Ave. NE	Mpls., MN 55418
Ramadan	Matthew	Northside Residents Redevelopment Cou	1014 Plymouth Ave. N	Mpls., MN 55411
Keefe	Janet	Powderhorn Park Neighborhood Assn.	1509 East Lake Street	Mpls., MN 55407
Anders	Diann	Seward Neighborhood Group	2600 East Franklin Ave.	Mpls., MN 55406
Wachs	Gary	Sheridan - Today and Yesterday	1929 2nd St. NE	Mpls., MN 55418
Daher	Ferris	St. Anthony East Neighborhood Assn.	727 Summer St. NE	Mpls., MN 55413
Wardell	Roy	Whittier Alliance	9 East 26th St.	Mpls., MN 55404
Daly	Milton	Glendale Residents Action Council	90 St. Mary's Ave. SE	Mpls., MN 55414
McKinney	Alice	Glenwood Lyndale Residents Council	908-5th Ave. E.	Mpls., MN 55405
Powell	Joanne	Scattered Site Residents Council	3413 Park Ave. S.	Mpls., MN 55407
Johns	Otis	MCDA-MPHA Senior Resources Rep. Council	2419-5th Ave. S. #1101	Mpls., MN 55404
James	Louise	Sumner-Olson Residents Council	900-8th Ave. N.	Mpls., MN 55411

CITY OF KETTERING
ACTIVE VOLUNTEER PROGRAM
FOURTH ANNUAL REPORT
JULY 1, 1982 - JUNE 30, 1983

PREPARED BY
JOYCE CONNER
VOLUNTEER COORDINATOR
3600 SHROYER ROAD
KETTERING, OHIO 45429
513-296-2433

ACTIVE VOLUNTEER HOURS

JULY 1, 1982 THROUGH JUNE 30, 1983

<u>DEPARTMENT</u>	<u>DUTIES</u>	<u>TOTAL HOURS</u>
CABLE COUNCIL	TV Production Production Assistant Receptionist, Bookkeeper Clerical Assistance Technical Consultant	1,972
CITY MANAGER	Receptionist Artist Public Relations Clerical Assistance Paste Scrap Book	227
CLERK OF COURTS	Receptionist, Typist Bookkeeping Clerical Assistance Research Records	848
DEVELOPMENT SERVICES	Compiling Statistical Reports Organizing Blue Print Files Computer Data Entry Receptionist	360
ENGINEERING	Drafter Receptionist	528
FINANCE	Compiling Specs for Purchasing Filing for Purchasing Research for Purchasing Insurance Inventory Physical Property Inventory Receptionist	486
FIRE	Couriers	383
LAW	Receptionist	22
MAYOR'S OFFICE	Office Assistant Receptionist Art Work & Calligraphy Proofreading Ordinances Address Citizen Award Invitations Assemble Citizen Award Programs Sister City Scrapbook	560
OFFICE SERVICES	Couriers Receptionist	580
PLANNING	Catalog Books & Pamphlets Typing Transcribing Tapes Assist With Mailings Courier	368

DEPARTMENTDUTIESTOTAL HOURS

PARKS AND RECREATION

Clerical Assistance 7,474
Deliver Flyers
Developing and Selling Advertising for Brochure
Art Work and Public Relations
Assist at Southdale Nature Center
Median Maintenance
Planting Trees and Flowers
Greeters For Art Exhibit
Play-Go-Round
Rose E. Miller Center (5997 hours)
Nutrition Program
Share-A-Craft
Food Co-Op
Help With Rosey News

PERSONNEL

Clerical Assistance 202
Receptionist
Organize Files
Assist with In Focus

POLICE

Assemble Neighborhood Watch Newsletters 2,166
Deliver Neighborhood Watch Newsletters
Librarian in Academy
Type and File for Records
Compiling Accident Reports
Computer Data Entry
Courier
Clean and Repair Guns
Collate Pamphlets
Shred Old Jail Records
Alphabetize Jail Records
Public Relations

TRANSPORTATION
ENGINEERING

Accident Analysis 430
Traffic Signal Checks
Computer Programming

VOLUNTEER OFFICE

Clerical Assistance 887
Bookkeeping
Typing
Art Work & Calligraphy
Research for Annual Report
Research for Evaluations
Write Article for Magazine
Public Relations
Develop Volunteer Brochure
Liaison to Rose E. Miller Center

OTHER

Secretary for KCIC 605
Assemble Sister City Directory
Planning Christmas Day Drop-In
Host/Hostess for Christmas Day Party
Beautification Committee Projects

GRAND TOTAL HOURS

18,098

MINNEAPOLIS PUBLIC LIBRARY AND INFORMATION CENTER

VOLUNTEER JOB DESCRIPTION

POSITION: Genealogical Assistant

LOCATION: Genealogy Room, History Department
Central Library
300 Nicollet Mall

PURPOSE: To assist patrons needing help in genealogical research

DUTIES:

1. Answer questions regarding what is available in genealogical research
2. Recommend sources for possible answers to their genealogical questions.
3. Assist patrons in learning to use the various indexes in the Genealogy Room
4. Keep room and materials orderly
5. Make suggestions for additional material based on patron need and area resources to the department head

QUALIFICATIONS: Must have a broad knowledge of genealogical searching and resources, especially in the Minneapolis area, and be able to work and communicate with all types of people

TIME REQUIRED: Weekday afternoons, preferably Monday or Thursday
Saturdays, 10 A.M.- 2 P.M.
Maximum volunteer staffing--8 hours per week

COMMITMENT: Six months to a year

SUPERVISORY PLAN

Volunteer Coordinator provides:

Pre-screening
General orientation
Record keeping

History Department Librarian Provides:

Interviewing
Orientation
Training
Scheduling
Backup

BIBLIOGRAPHY

Volunteers: Managing Volunteer Personnel in Local Government, Cheryl Farr, International City Management Association, 1120 G Street N.W., Washington, D.C., 20005, 1983.

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Volunteers for City Service, National Center for Voluntary Action, Washington, D.C., 1972, 29p.

101 Ideas for Volunteer Programs, Steve McCurley and Sue Vineyard, Heritage Arts Publishing, 1807 Prairie Ave, Downers Grove, IL 60515.

Bolstering New York State's Human Services... Any Volunteers?, New York State Senate Research Service, 1982, 134p.

Hand copy
L. W/N

VOLUME II

DATA TABLES

REPORT ON THE USE OF VOLUNTEERS
BY THE CITY OF MINNEAPOLIS

March 1988

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Appendix

I. Questionnaire and personal interview questions.

Departments/City Agencies

The following table details the number of volunteers involved in various departments from December 1, 1986 to December 1, 1987. The volunteers are differentiated between ongoing, those who serve throughout the year, and those who were involved in short-term, one time projects. The "*" in the total hours column indicates the lack of an estimate of hours donated by the volunteer(s) in that organization. The volunteers included in the Inspections department are the volunteer members of the 12 Boards of Examiners, the Elevator Board of Appeals, and the Housing Board of Appeals.

TABLE 1

CURRENT VOLUNTEER UTILIZATION

<u>Agency</u>	<u># Ongoing</u>	<u># Short Term</u>	<u># Total</u>	<u># Total Hours</u>
<u>Department</u>				
Community Crime Prevention	1960	1	1961	30220
MCAA	932	8	940	31530
Mayor's Office	6	0	6	1706
Civil Service Commission	0	250	250	1500
Traffic	2	2	4	30
Health Dept	39	1	40	1865
METP	25	262	287	1230
Police Reserve	150	150	300	38000
Fire Dept Reserve	71	0	71	370
Inspections	56	0	56	480
Senior Services, Ombudsman	12	5	17	1687
	3,253	679	3,932	108,618
<u>Independent</u>				
MCDA	23	0	23	738
Public Housing	0	1	1	*
Mpls. Public Library	355	159	514	13825
Park Board	0	5207	5207	*
Mpls TV Network	649	443	1092	*
	1,027	5,810	6,837	14,563
TOTAL	4,280	6,489	10,769	123,181

Q9a-d: Indicate the number of volunteers that worked in an ongoing basis, short-term basis, and number of total hours contributed.

Boards and Commissions

The following table details the number of volunteers that serve on the various boards and commissions. These people are included due to the fact that they receive no compensation for their time, regardless of the method they became board/commission members. Only the boards/commissions that fit the above definition are listed.

The Boards of Examiners, the Elevator Board of Appeals, and the Housing Board of Appeals are listed under the Department of Inspections in the previous table.

TABLE 2

CURRENT VOLUNTEER UTILIZATION

<u>Agency</u>	<u>Number of Volunteer Members</u>
Arts Commission	17
Cmte. on Urban Environment	27
Adv. Cmte. on People with Disabilities	17
Downtown Skyway Advisory Committee	9
Cmte. on Drug and Alcohol Problems	28
Family Housing Fund	17
Heritage Preservation Commission	10
Housing Service Board	5
Mpls. Community Action Agency	15
Police Precinct Advisory Councils	95
Private Industry Council	15
Public Health Advisory Committee	21
Redevelopment Advisory Cmte	7
Senior Citizens Advisory Board	20
TOTAL	303

Source: Data was compiled from records in the City Clerk's office.

Neighborhood Groups

The number of volunteers involved in neighborhood groups was not well determined. The following five groups were the only groups to respond to the survey among the 28 groups solicited. Most of the neighborhood groups use several volunteers, and most of these volunteers reside in the neighborhood. The questionnaire failed to distinguish volunteers who were residents from non-resident volunteers in these groups.

TABLE 3

CURRENT VOLUNTEER UTILIZATION

<u>Agency</u>	<u># Ongoing</u>	<u># Short Term</u>	<u># Total</u>	<u># Total Hours</u>
Camden Area Community	43	12	55	192
Whittier Alliance	114	16	130	0
Seward Neighborhood	23	23	46	380
Lyndale Neighborhood	12	12	24	948
Central Neighborhood Impr	2	0	2	0
TOTAL	194	63	257	1,520

Q9a-d: Indicate the number of volunteers that worked in an ongoing basis, short-term basis, and number of total hours contributed.

This table outlines the number of additional volunteers needed in current volunteer roles. Titles of potential new volunteer opportunities are listed in Table 6.

TABLE 4

ADDITIONAL VOLUNTEERS NEEDED IN CURRENT POSITIONS

<u>City Department</u>	<u>Title</u>	<u>Number</u>
Crime Prevention	Block Club Leaders	200
	McGruff Safety Neighbors	80
	Committee/Task Force	10
Fire Dept. Reserve	Educators	3
Health Department	Clinic Assistant	10
	Office Assistant	3
Inspections	Committee/Task Force	14
METP	Mentors	750
	Specialized Experts	14
Police Reserve	Reserve Officers	50
		1,134
Mpls. Library	Homebound Book Deliverers	70
		1,204

Source: Data is the difference from total future need, Q9f, and current need, Q9b plus Q9c.

Of the total respondents to the survey that have not used volunteers within the 12 month period, Dec. 1, 1986 to Dec. 1, 1987, 35% indicated an interest in involving ongoing volunteers. In this same group of respondents, 52% are interested in involving volunteers on a short-term, project basis.

TABLE 5

INTERESTED IN ONGOING VOLUNTEERS

		<u>%</u>
Yes	8	35%
No	9	39
No answer	6	26
	23	100

INTERESTED IN SHORT-TERM VOLUNTEERS

		<u>%</u>
Yes	12	52%
No	8	35
No answer	3	13
	23	100

Q10a,b: (Asked only of those not currently using volunteers within the past 12 months.) If you do not currently use volunteers, would you be interested in using them on an ongoing basis or project basis?

The potential new volunteer opportunities listed below are only for departments of the City of Minneapolis.

TABLE 6

POTENTIAL NEW VOLUNTEER OPPORTUNITIES

<u>City Department</u>	<u>Title</u>	<u>Number</u>
Affirmative Action	Data Entry	1
City Assessor	Counter/Information Aide	1*
	Office Aide	1*
City Attorney	Office Aide	1*
	Programmer/Analyst	1*
City Coordinator	Office Aide	1
City Clerk's Office	Sign Language Interpreter	1*
	Voter Registration Aides	1*
Civil Defense	CPR Instructors	1*
	Educators	1
	Media Specialist	1
	Office Aide	1
	Program Developer	1
	Research	1
Crime Prevention	Consultants	3
	Crime Info Distribution	1*
	Home Security Improvement	1*
	National Night Out	1*
Emergency Comm.	Government Monitors	4
	Senior Citizen Reassurance	1*
	Specialized Experts	2
	Tour Guides	1*
Finance	Office Aide	1
Fire Dept.	Office Aide	1
Fire Dept. Reserve	EMT/First Responders	40
Human Resources	Compensation/Benefits	2
	Data Processing	2
	Office Aide	2
	Researcher	1
Legislative Liaison	Legislative Observers	1*

TABLE 6 (continued)

POTENTIAL NEW VOLUNTEER OPPORTUNITIES

<u>City Department</u>	<u>Title</u>	<u>Number</u>
Licensing/Cons Serv	Pet Licensing Surveyors	1*
	Committee/Task Force	1*
	Legislative Monitors	1*
MCAA	Office Aide	3
	Researchers	3
METP	Phone Coordinator	1
	Researcher	1
	Speakers for Business Club	1*
Mgmt. Dev./Training	Trainers	1*
Planning Dept	Grant Proposal Writer	1
	Legal Researcher	1
	Office Aide	1
	Systems Analyst	1
Public Affairs	Media Specialists	1*
Public Works	Office Aide	2
Risk Management	Administrative Aide	3
	Librarian	1
	Programmer/Analyst	1
	Researcher	1
TOTAL		104

* Number of volunteers needed is undetermined.

Source: Data compiled from Q10b and personal interviews.

TABLE 7

USED VOLUNTEERS IN PAST YEAR

	<u>N</u>	<u>%</u>
Yes	27	55%
No	22	45
	49	100

Q1: Have you used any volunteers within the past 12 months (December 1, 1986 - December 1, 1987)?

TABLE 8

EXPAND THE NUMBER OF VOLUNTEERS

	<u>N</u>	<u>%</u>
Yes	22	82%
No	5	18
	27	100

Q4: (Questions 2a to 10a are asked only of those respondents currently using volunteers.) Are you interested in expanding the number of volunteers you use?

TABLE 9

HAVE VOLUNTEER JOB DESCRIPTION

	<u>N</u>	<u>%</u>
Yes	16	59%
No	11	41
	27	100

Q5: Do you have job descriptions for current volunteers?

TABLE 10

DEVELOP JOB DESCRIPTION - CURRENT VOLUNTEERS

	<u>N</u>	<u>%</u>
Yes	5	18%
No	15	56
No answer	7	26
	27	100

DEVELOP JOB DESCRIPTION - FUTURE VOLUNTEERS

	<u>N</u>	<u>%</u>
Yes	12	44%
No	12	44
No answer	3	12
	27	100

Q6a: Are you interested in developing job descriptions for present and/or future volunteers?

TABLE 11

WANT ASSISTANCE WRITING JOB DESCRIPTION

	<u>N</u>	<u>%</u>
Yes	5	19%
No	12	44
No answer	10	37
	27	100

Q6b: If yes to either item in Q6a, do you want assistance developing the job descriptions?

TABLE 12

SUMMARY OF PROGRAM ATTRIBUTES

		<u>Provide</u>		<u>Coordinate</u>	
		<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Staff Training	Yes	10	39%	8	31%
	No	11	42	10	38
	No answer	5	19	8	31
		26	100	26	100
Recruiting	Yes	19	70%	12	46%
	No	5	19	9	35
	No answer	3	11	5	19
		26	100	26	100
Orientation	Yes	22	85%	17	66%
	No	3	11	5	19
	No answer	1	4	4	15
		26	100	26	100
Volunteer Training	Yes	18	69%	13	50%
	No	5	19	8	31
	No answer	3	12	5	19
		26	100	26	100
Record Keeping	Yes	10	39%	10	38%
	No	12	46	10	38
	No answer	4	15	6	24
		26	100	26	100
Volunteer Performance Evaluation	Yes	9	35%	7	27%
	No	12	46	12	46
	No answer	5	19	7	27
		26	100	26	100
Volunteer Recognition	Yes	22	85%	15	58%
	No	1	4	5	19
	No answer	3	11	6	23
		26	100	26	100
Staff Recognition	Yes	7	27%	9	35%
	No	12	46	10	38
	No answer	7	27	7	27
		26	100	26	100

Q2a,b: Do you provide or coordinate the following functions?

TABLE 13

RECOGNITION

	<u>N</u>	<u>%</u>
Dinner/Lunch/Reception/Celebration	18	72%
Patches/Certificates/Plaques	9	36
Public, Verbal Thanks/Personal Thanks/Letter/Call	7	28
Newsletter/Flyer/Annual Report/Printed Material	6	24
Awards	5	20
Gifts	1	4
Honor Roll of Volunteers	1	4
Special Resolution	1	4
Special training which can be used on resume	<u>1</u>	4
	25	

Q3: What types of recognition do you use for volunteers?

TABLE 14

VOLUNTEER RECRUITMENT

	<u>N</u>	<u>%</u>
Publish in newsletter/flyer/brochures	8	32%
Personal contact	8	32
Organizations (Neighborhood, People for Parks, Fair Share, CURA)	7	28
United Way's Volunteer Center/"You Can Help"	5	20
Press releases/PSAs	3	12
Through other volunteers	3	12
Community newspaper	3	12
Open appointments process	3	12
Urban Corps	2	8
Company coordinators	1	4
Trade/Industry Associations	1	4
Informational workshops	1	4
Door knocking	1	4
Community meetings	1	4
Referrals	1	4
Senior Resources	1	4
Adopt a Highrise	<u>1</u>	4
	25	

Q8: How do you recruit the volunteers for your department or organization?

TABLE 15
AWARENESS OF RECRUITMENT RESOURCES

	<u>Resources</u>							
	<u>MAP</u>		<u>RSVP</u>		<u>Urban Corps</u>		<u>United Way's Vol Ctr</u>	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Aware	14	52%	18	67%	15	55%	16	59%
Not aware	9	33	6	22	8	30	8	30
No answer	4	15	3	11	4	15	3	11
	27	100	27	100	27	100	27	100

Q7. Are you aware of the following organized sources for recruitment?

TABLE 16

REASONS NOT INTERESTED IN USING VOLUNTEERS

	<u>N</u>	<u>%</u>
Takes too much time to orient/supervise	2	25%
Work too technical	2	25
Unable to attract skilled volunteers	1	12
Not in position to work with volunteer	1	12
Unable to afford the training time	1	12
Data privacy	1	12
Work done by law students/interns	1	12
Structure not developed	<u>1</u>	12
	8	

Q10c: If you are not interested in using volunteers, briefly explain why not.

TABLE 17

TRAINING FOR VOLUNTEERS

	<u>N</u>	<u>%</u>
Orientation	3	19%
Office procedures	2	12
Data entry on CRT	2	12
Emergency services/First Aid	2	12
General business training	1	6
Criminal justice issues	1	6
Community activism	1	6
Legal training	1	6
Personal computer usage	1	6
Video production	1	6
Depends on project	1	6
Stress management	1	6
Dealing with the public	1	6
Leadership	1	6
Communications	<u>1</u>	6
	16	

Q11: What specific types of training for volunteers would you want to have?

TABLE 18

TRAINING FOR STAFF WHO WORK WITH VOLUNTEERS

	<u>N</u>	<u>%</u>
Volunteer management	1	25%
Recruitment strategies	1	25
Volunteer job descriptions	1	25
Supervision of volunteers	1	25
Leadership	<u>1</u>	25
	4	

Q12: What specific training for staff who work with volunteers is needed?

TABLE 19

SUMMARY OF OTHER COMMENTS

- Specific volunteer opportunities have not been developed, however, in 1988 we will be reviewing the use of volunteers to help create and deliver programs and to sit on various task forces and committees.
- I am not sure how volunteers would be used, but I am willing to discuss ideas.
- We are still in the process of developing our system of volunteer recruitment, selection, training, management, and recognition, but staff is in place to take care of these activities.
- This department is interested in using volunteers in various aspects of administration and social service work.
- We remain unfamiliar with the available skills and the reliability factor that could be expected from a volunteer based program.
- We need to have highly experience people so they do not become a burden to our staff.

Detail of Interview Comments

Q1. What are the current incentives and barriers within the city administration to increased citizen participation?

Incentives

- 4 - no incentives
no incentives offered
no incentive, endorsement is enough
- 3 - save money
cost savings
get work done for little cost
- 2 - citizen learning/understanding of department, government
greater public awareness and understanding of the department
- 1 - excitement working with government

Barriers

- 5 - union, perceived resistance to displacing workers
labor issue, concern that volunteers will diminish job
classifications
union barriers
arrange to qualify with union
trade union agreement
- 4 - no time to train, time lacking to supervise
concern with time needed for supervision of volunteer
no time available to train or supervise volunteer
need training on latest equipment
- 4 - need more money to recognize volunteers
more budget for communication with volunteers
more money to provide recognition, paid lunches, benefits
need funds to provide for volunteer
- 2 - concerns with data privacy, dependability
unreliability, dependability
- 1 - problem with parking in downtown area
- 1 - need commitment of certain number of hours per week to make
using a volunteer worth the effort
- 1 - no space for volunteer
- 1 - no experience with using volunteers, need education
- 1 - liability of volunteers

Q2. What are the specific benefits to you and your department to use volunteers?

- 6 - offer assistance due to lack of staff
prevent work backlogs, especially for mailings
would be able to conduct study not able to do internally
complete tasks not otherwise able to do
accomplished special projects
extra staff to monitor legislative changes
- 6 - new projects could be implemented at little cost
low cost, excellent work
assist without pay
help with backlog in clerical duties
help during peak demand periods
saves time
- 4 - professional consulting advice
provides a different perspective, approach
citizen input valuable for policy decisions
greater public understanding of service provided
- 3 - establish programs to better service public
provide greater services
could not provide services without volunteers
- 2 - better utilize skilled personnel, better use of time
allow skilled workers to do what they were hired to do
- 1 - provide training for possible permanent employees

Q3. What incentives would encourage you to use more volunteers?

- 8 - matching grant incentive equal to volunteer contribution to
pay for recognition and reimbursement of expenses
money for recognition
parking space or money
need budget to take time to work with volunteer
more budget to recognize and communicate with volunteers
more budget
funds to provide training
more staff to work with volunteers
- 4 - provide qualified volunteers, and match to specific jobs
make skills bank of volunteers available to departments
provide help with volunteer program
more help with recognition for volunteers and employees
- 3 - expertise in some area
availability of qualified people
if volunteers were good would use more
- 2 - need to start small to find out if volunteers can be
trusted, test of reliability
one or two successes with volunteers would help
- 1 - not needed

Q4. What incentives could you provide to your staff to use volunteers?

- 5 - need resource person to provide assistance
provide support to staff to encourage volunteers
provide list of qualified volunteers
no incentives needed other than qualified volunteers
minimize some of the extra work involved using volunteers
- 2 - provide extra worker to free some time to be creative
remove repetitive tasks, spend time on more important work
- 1 - provide time off to act as mentor/companion for residents
- 1 - transportation problem - need bus
- 1 - no incentive needed

Q5. Do you anticipate any possible resistance from current staff?

- 5 - fear of replacement, loss of job
take away duties from staff
possible downgrading of classification, or hours cutback
if volunteer more competent than staff, may cause concern
some resistance depending on the skill of the volunteer
- 3 - union concern, appearance of replacing jobs
only possible resistance from union
union resistance to job replacement
- 2 - some resistance always exists using new people
resistance in areas that have not used volunteers previously
- 2 - lack of understanding of volunteer and volunteer motivation
education, do not know how to work with someone who will
work only 4-6 hours per week
- 1 - lack of space, otherwise very little resistance
- 1 - staff already too busy, no time available to supervise

Q6. Do you have a staff person who would serve for a period of time as the volunteer contact if prospective volunteers were referred to you?

Yes 19

No 1

Q7. Would you have someone available to provide initial orientation?

Yes 20

No 0

Q8. Are the methods you currently use to recruit providing the number of volunteers you need?

Yes 1

No 3

Not applicable 16

Q9. The United Way's Volunteer Center acts as a resource for recruiting volunteers for over 450 agencies. Are you interested in listing your volunteer job needs through the Center?

Yes 16

No 4

Q10. In what ways could I or the City provide help with:

a) providing incentives;

- 5 - allocate resources to support volunteer effort
need budget to be able to work with volunteers
provide funds similar to productivity investment budget
benefits - reimbursement for gas, transportation
- 4 - more recognition for volunteers
volunteer of the year award
city publication of volunteers
pictures with city officials
- 1 - need direct contact between recruiter and user

b) overcoming barriers;

- 2 - negotiate with union - get union approval
overcome union resistance
- 1 - need rather long commitment to afford training
time required to orient volunteer
- 1 - need central office/person to coordinate
- 1 - hearing impaired concerns
- 1 - more cooperation between departments

c) providing coordination, orientation, or follow-up;

- 6 - need central coordinator
need help with initial screening and referral
contact person knowledgeable about volunteers
need citywide volunteer program, approved by the
union similar to TWIP
paid city person to coordinate volunteers
citywide volunteer coordinator, resource person
who would recruit and match volunteers
- 1 - reimbursement for transportation, lunch
- 1 - need pool of applicants with list of skills and
level of time commitment for a project

d) developing materials needed for recruitment?

- 1 - could use help in recruitment, especially in lower
income areas and high rises
- 1 - need help with recruitment materials
- 1 - knowledge of skills, motivations of volunteers
- 1 - help writing job descriptions

CITY OF MINNEAPOLIS VOLUNTEER NEEDS SURVEY

Please refer to the organization listed above when answering all questions. Volunteer in this context means someone who works without pay. Reimbursement for mileage and parking is not considered payment.

1. Have you used any volunteers within the past 12 months (Dec. 1, 1986 - Dec. 1, 1987)? Yes _____ (1)
No _____ (2)

* If you answered "no" to question 1, please skip to question 10a.

- 2a. Which of the following volunteer program elements have you provided? (Circle the answer under column "A".)

	<u>"A"</u>		<u>"B"</u>	
a) staff training for supervisors of volunteers	Yes	No	Yes	No
b) recruiting of prospective volunteer(s)	Yes	No	Yes	No
c) orientation for volunteers	Yes	No	Yes	No
d) training for volunteers	Yes	No	Yes	No
e) record keeping of volunteer hours	Yes	No	Yes	No
f) performance evaluation for volunteer worker	Yes	No	Yes	No
g) recognition for volunteers	Yes	No	Yes	No
h) recognition for staff working with volunteers	Yes	No	Yes	No

- 2b. Do you have staff to coordinate the above functions? (Circle the answer under column "B".)

3. What types of recognition do you use for volunteers? _____

4. Are you interested in expanding the number of volunteers you use? Yes _____ No _____

5. Do you have job descriptions for current volunteers? Yes _____ No _____

- 6a. Are you interested in developing job descriptions for:
- present volunteers? Yes _____ No _____
- future volunteers? Yes _____ No _____

- 6b. If yes to either item in 6a, do you want assistance developing the job descriptions? Yes _____ No _____

7. Are you aware of the following organized sources for recruitment?

Management Assistance Program (MAP)	Yes _____	No _____
Retired Senior Volunteer Program (RSVP)	Yes _____	No _____
Urban Corps	Yes _____	No _____
United Way's Volunteer Center	Yes _____	No _____

8. How do you recruit the volunteers for your department or organization?

For questions 9a-f, refer to the volunteer opportunity categories in Exhibit 1.

- 9a. Begin by writing in column A descriptive job titles for all of the types of volunteers you have used in the past 12 months (Dec. 1, 1986-Dec. 1, 1987). Use the list only as a guide for possible categories. Samples have been provided.
- b. In column B, indicate the number of volunteers in that category who have worked in an ongoing basis within the past 12 months.
- c. In column C, indicate the number of volunteers in that category who have worked on a short-term, project basis.
- d. Under D, indicate the total number of hours worked by volunteers during the past 12 months.
- e. Circle an "R" if your answers were from records, an "E" if they were estimates.
- f. Indicate an estimate of the total number of volunteers of each type you will need during the next 12 months. Add new titles as needed.

[illegible]

CATEGORIES OF VOLUNTEER OPPORTUNITIES

Volunteer opportunities have been divided into 27 categories. Each category is followed by examples of the jobs available within that category.

ADMINISTRATORS/BOARD AND COMMITTEE MEMBERS:

Members for policy-making boards and committees, planning and developmental task forces, financial advisors, grant proposal writers, fund raisers, resource developers.

CHILD DEVELOPMENT SUPERVISORS:

Treatment workers to assist children with behavioral or family problems, therapeutic preschool aides, intergenerational programs, child care aides, babysitting instructor.

COMPANION/VISITORS:

Friend or visitor for a child, disabled person, senior citizen, nursing home resident, or immigrant; walking escorts, respite care, support/friendship for pregnant teens, battered women, gay persons; reassurance phone calling, role models, host families to introduce immigrants to American culture.

COUNSELORS:

Chemical dependency assistants, intake counselors, casework aides, group facilitators, crisis counselors, information and referral workers, senior peer counselors, parenting advisors, phone counselors, family counselor assistants, travelers aides, youth activities counselors.

CRAFT LEADERS:

Instructors and facilitators for knitting, crocheting, woodworking, quilting, calligraphy, photography, painting, macrame, sculptor, and ceramics.

CRIMINAL JUSTICE ASSISTANTS:

Probation officers, court interviewers, presentence investigators, legal advisors, legal researchers, inmate visitors, Guardian ad litem, case managers, court escorts, mediators, bail evaluators, court arraignment aides, victim advocates.

CULTURAL ARTS/SCIENCE AIDES & INSTRUCTORS:

Tour guides, ushers, gallery assistants, special events host, art resource center aides; instructors in art, musical instruments, creative writing, dance and theater; theater production assistants, demonstrators, salespersons in museum shop or gallery.

DRIVERS:

Meal deliverers; transport of disabled persons, senior citizens, children, and correctionally sentenced persons; driving people to medical appointments, shopping, social events, field trips.

EDUCATORS:

Tutors, teacher assistants, English as a second language tutors, special educational program presentors, workshop coordinators, aides to children with learning disabilities, computer tutors, teaching independent living skills to a mentally or physically disabled person, readers for the blind, family life players and educators, resource speakers for school children.

EMERGENCY AIDES:

Police/fire disaster team services, sheriff rescue teams, disaster action team members.

FOOD & CLOTHING SHELF DISTRIBUTORS:

Emergency food shelf interviewers, shelf stockers, hot meal preparers, meal servers, sorting and mending donated clothing, clothes buyers, shelter workers, clothes/food shelf workers.

GOVERNMENT MONITORS:

Legislative observers and lobbyists, voter registration, citizen advocacy, community relations.

GROUP PROJECTS:

Any seasonal, one-time or occasional opportunity for which a group of people may be needed.

VOLUNTEER CATEGORIES

HANDIPERSONS/HOUSEHOLD HELPERS:

Carpentry, painting, mending/sewing, baking, manicuring, beauticians, home/appliance repairs, homemakers, building maintenance, shoppers, electricians, plumbers, shoveling, mowing, wheelchair maintenance.

HEALTH PROFESSIONALS:

Nurses, occupational therapists, pharmacists, dieticians, physical therapists; bloodmobile workers, first aid/CPR instructors, blood pressure screening, chemical dependency workers, pregnancy testing, vision and hearing screening.

HOLIDAY OPPORTUNITIES:

Craft leaders, holiday decorators, carolers, party planners, greeting card addressers, gift wrappers, food and gift distributors for the November/December holiday season.

IN-HOME OPPORTUNITIES:

Phone work from home, transcribing braille tapes, newsletter writers, mailing, collating, sewing, knitting or crocheting clothing.

INTERNSHIPS:

At least 20 hours per week and set up with the volunteer coordinator. Any category.

LIBRARY AIDES:

Reader's assistants, genealogical assistants, used book processors, selector of homebound materials, book shop assistants.

MEDIA SPECIALISTS:

News media writing, developing audio-visual programs, advertising, annual festivals, speakers bureau, staffing booths for fairs, newsletter writing and editing, graphic layout and designers, produce cable TV programs and slide shows, tour guides, public relations aides.

NATURALIST/ANIMAL PROTECTORS:

Assist in nature and wildlife preservation, trail guides, gardening, tree planting, nature center activities aides, working with animals, pet outreach programs, animal shelter and placement, zoo aides, surveyors, nature leaders, seed collectors.

OFFICE ASSISTANTS:

Clerical duties, receptionists, information desk, general office work, bookkeeping, mailing, collating, filing, typing, telephoning, data clerks.

PATIENT ASSISTANTS:

(Hospitals and Nursing Homes)
Patient escorts, nursing station aides, surgery waiting room, admitting station, merchandise/refreshment cart, resident aides, therapy assistants, flower deliverers, pharmacy aides, pediatric aides, hospice workers, coffee/gift shop, patient advocates.

PROGRAM DEVELOPERS/RESEARCHERS:

Assist volunteer coordinator or program director, data writers, marketing, program evaluation, researchers, program preparation, computer programming, quality control and behavior studies, auction assistants, event planners, information systems aides.

RECREATION ASSISTANTS:

Supervising games, field trips, and social activities; coaching sport teams in football, baseball, soccer, hockey, softball, swimming, basketball, gymnastics, bowling, boxing, skiing; square-dancing, archery, camp counselors, canoe trip escorts, lead sing-a-longs, puppeteers, playing cards, checkers, bingo, lead fitness/exercise groups, dance/movement groups, supervise scouting activities, walk-a-thons, bike-a-thons, and ski-a-thons.

SPECIALIZED EXPERTS:

A person with an expertise in a particular area or skill; i.e. income tax aides, system analysts and programmers, sign language interpreters, braillists, legal and financial consultants, water safety instructors, translators.

VOCATIONAL ASSISTANTS:

Job developers, work coordinators, employment consultants, employer contacts, vocational skills trainers.

- 10a. If you do not currently use volunteers, would you be interested in using them on:
- an ongoing basis (for a regular number of hours per week or month) Yes _____ No _____
 - a project basis (for a short period of time for a special task) Yes _____ No _____

- 10b. If you are interested in using volunteers, indicate below descriptive job titles of volunteers and the number of each you are interested in using.

Title _____	Number _____	Title _____	Number _____
_____	_____	_____	_____
_____	_____	_____	_____

- 10c. If you are not interested in using volunteers, briefly explain why not, then skip to question 13.

11. What specific types of training for volunteers would you want to have?

12. What specific training for staff who work with volunteers is needed?

13. Are you willing to participate in a personal interview to determine specific incentives and barriers to using volunteers in your department or organization?

Yes _____ No _____

14. Use this space to write any other comments you may have about volunteers.

If you currently use volunteers, please attach examples of any brochures, recruiting ads, job descriptions, or record forms which you have used recently.

Thank you for completing this questionnaire. Please return in the envelope provided by December 18, 1987.

List of questions for personal interview.

1. What are the current incentives and barriers within the city administration to increased citizen participation?
2. What are the specific benefits to you and your department to use volunteers?
3. What incentives would encourage you to use more volunteers?
4. What incentives could you provide to your staff to use volunteers?
5. Do you anticipate any possible resistance from current staff?
6. Do you have a staff person who would serve for a period of time as the volunteer contact if prospective volunteers were referred to you?
7. Would you have someone available to provide initial orientation?
8. Are the methods you currently use to recruit providing the number of volunteers you need?
9. The United Way's Volunteer Center acts as a resource for recruiting volunteers for over 450 agencies. Are you interested in listing your volunteer job needs through the Center?
10. In what ways could I or the City provide help with:
 - a) providing incentives;
 - b) overcoming barriers;
 - c) providing coordination, orientation, or follow-up;
 - d) developing materials needed for recruitment?